

The following Role Impact Analysis were created from original Andersen Consulting documentation. MT PRRIME has attempted to modify the text regarding “future rolls” to reflect how we anticipate Montana will utilize the PeopleSoft modules. Please be aware that these documents were established as a basic overview of possible job challenges and/or changes that may affect the role of certain State employees upon implementation of these modules. Agency utilization of specific PeopleSoft modules and their unique business needs will dictate the actual job changes required.

Also, updated process flows for each financial module are available in hard copy. Please contact the MT PRRIME office if you are interested in receiving a copy.

MT PRRIME

PeopleSoft Role Impact Analysis
Module: Asset Management (AM)

<i>Organization Design and Development Opportunities</i>	<i>Other Change Management Opportunities</i>
<ol style="list-style-type: none"> 1. Redesign an existing Finance role to include asset management responsibilities or create Fixed Assets Specialist role (i.e. for a Shared Services organization) to primarily interact with PeopleSoft Asset Management module. 2. Job design may be linked to redesigning entire Finance organization to support move from manual-intensive to automated accounting processes. 3. Shift focus of role from tracking assets and performing manual tracking and depreciation activities to Asset Management decision-making. Increased decision-making aids management in maximizing company's financial position. 	<ol style="list-style-type: none"> 1. Communication – communication to impacted Asset Management employees and departments who interface with AM module 2. Training – training needs analysis; training approach definition; training development for employees using AM module 3. Change Navigation – sponsorship activities for Finance organization 4. Human Capital – detailed job analysis; skills assessment and development plan and/or recruiting/selection plan to align to new/changed responsibilities and skills

Advantages to PeopleSoft Asset Management process

1. **Creates a central, consistent repository for all property, plant and equipment information.**
2. **Improves efficiency of Asset Management process.**
3. **Simplifies asset accounting.**
4. **Automates routine transactions to increase decision-making time.**
5. **Provides easier and quicker access to all Asset Management information stored in the PeopleSoft database.**
6. **Interface can automatically flag appropriate items as assets when they are first purchased.**
7. **Provides ability to set up automated depreciation schedules.**
8. **Provides ability to establish multiple depreciation schedules based on asset profile/class/category.**

This document presents an analysis of job(s)/ role(s) that require interaction with the PeopleSoft Asset Management module as part of assumed responsibilities. The left column defines the role “as-is” prior to a PeopleSoft conversion; the right column illustrates the “to-be” role. Essential job functions, key competencies and skills required, interfaces within the organization, system interfaces, as well as key outputs are discussed. Job impact as a result of the change to PeopleSoft is discussed in each of the “Key Challenges Related to Role Changes” sections. In addition, potential *system, process, technology, and organization* “to-be” design issues are raised in each of the “Issues and Implications for Design” sections.

Asset Management Roles: Fixed Assets Specialist and Controller

*The **Fixed Assets Specialist** interacts with the Asset Management module most frequently. S/he is responsible for inputting any new or updated information regarding assets into PeopleSoft and for creating accounting entries on a monthly basis to send to the General Ledger (This may be centrally controlled and if so, s/he may review related reports). The other individual that may interact with the Asset Management module is the **Financial Controller**. The Controller (along with the Fixed Assets Specialist) may view accounting entries on-line before Journal Generator is run. After asset-tracking journals are created within the General Ledger, the Controller (or the Fixed Assets Specialist) may also run reports or queries to ensure that asset information is accurate and correctly represented in the General Ledger. The following pages contain detail on the Fixed Assets Specialist role only.*

Role: Fixed Assets Specialist	
<i>Current Role (As-Is)</i>	<i>Future Role with PeopleSoft (To-Be)</i>
Essential Job Functions: Monthly Maintenance of Assets- <ol style="list-style-type: none"> Ensure that purchased assets are being accounted for and recognized Ensure that assets are depreciated correctly Monthly Close - <ol style="list-style-type: none"> Ensure that assets are being recognized correctly on General Ledger Key Challenges Related to “To-Be” Role Changes: <ul style="list-style-type: none"> * Fully understand AM processes for accounting and depreciation * Set up AM control tables: Asset Profiles, Classes, Categories, Queries, Reports (if needed) * Understand PeopleSoft’s AM close process 	New/Changed/Eliminated Job Functions: Monthly Maintenance of Assets - <ol style="list-style-type: none"> Add assets online that will not be brought into AM through interface processes Perform asset transfers, retirements, recategorizations on-line Update asset book information when necessary on-line Review, correct and approve assets Monthly Close - <ol style="list-style-type: none"> Ensure that information on purchased assets reaches pre-AM table <ol style="list-style-type: none"> Account for assets purchased Ensure that Process Receipts has been run to bring asset PO

Role: Fixed Assets Specialist	
<i>Current Role (As-Is)</i>	<i>Future Role with PeopleSoft (To-Be)</i>
	<p>information to pre-AM table</p> <ol style="list-style-type: none"> 3. Ensure that Load Asset Request process has been successful in bringing over asset Payment information 4. Ensure that asset information on Pre-AM table is correct <ol style="list-style-type: none"> b. Run Purchasing/Payables Interface c. Run Transaction Loader to load new assets d. **Run Depreciation Calculation for new asset transactions e. **Run Accounting Entry Creation for new asset transactions f. **Run Close Accounting Period to create depreciation entries for all assets <p>(** May be centralized function. S/he may review/correct output)</p> <p>Overall Maintenance -</p> <ol style="list-style-type: none"> a. Set up and maintain key AM control tables (centralized function): <ol style="list-style-type: none"> 1. Asset Profiles 2. Asset Accounting Entry Templates 3. Asset Categories/Classes b. Create Queries/Reports if delivered objects are insufficient c. Set up Asset Locations <p>Issues/ Implications for Design:</p> <ul style="list-style-type: none"> * Must feel comfortable entering, updating and/or retiring asset information on-line. * Must understand and run automated processes (i.e. work with Process Scheduler). * Must understand availability of reports that easily access Asset Management information stored in PeopleSoft database. * Should learn how to use the Query tool if the volume of assets stored in the Asset Management module is high.
Key Competencies and Skills Required:	Additional Competencies and Skills Required:

Role: Fixed Assets Specialist	
<i>Current Role (As-Is)</i>	<i>Future Role with PeopleSoft (To-Be)</i>
<ol style="list-style-type: none"> 1. Strong accounting skills 2. Detail orientation 3. Organizational skills 4. Communication skills 5. Data entry/ spreadsheet maintenance <p>Key Challenges Related to “To-Be” Role Changes:</p> <ul style="list-style-type: none"> * Automated asset management processes will be a challenge for users accustomed to manual depreciation and accounting processes 	<ol style="list-style-type: none"> 1. Windows 95 navigation. Experience working with PC environment 2. Understanding of interface with other PeopleSoft modules in order to best utilize Interface Asset Information functionality 3. General understanding of batch server versus client processing 4. Ability to manage workload on-line 5. Knowledge of how to maximize financial impact of company’s asset decisions <p>Issues/ Implications for Design:</p> <ul style="list-style-type: none"> * Typically, a new PeopleSoft user requires one month to acclimate to PeopleSoft functionality and up to six months of consistent use to wield expertise within a module.
<p>Interfaces within the Organization (Departments and People):</p> <ol style="list-style-type: none"> 1. Typically reports to Finance Controller 2. Communicate with AP/PO clerks to access asset information and verify that information is correct 3. Communicate with General Ledger clerk to ensure that asset accounting entries are correct. <p>Key Challenges Related to “To-Be” Role Changes:</p> <ul style="list-style-type: none"> * Ideal to have a solid understanding of overall PeopleSoft functionality/ integration of related modules in order to access the appropriate tables for information. PeopleSoft stores a wealth of information and an effective utilization of database resources will allow maximum benefits and gain for the organization. 	<p>New/Changed/Eliminated Organizational Interfaces</p> <ol style="list-style-type: none"> 1. Appropriate training to view Accounts Payable and Purchasing information (when AP/PO modules are implemented), may reduce departmental interface with AP/PO clerks. At the very least, should ensure that communication with departments/ access to asset purchase information is readily accessible. <p>Issues/ Implications for Design:</p> <ul style="list-style-type: none"> * Must decide levels of operator security to run and access/analyze reports—allow open access to Accounts Payable, Purchasing and Asset Management information throughout organization? Limit number of accessible modules? Limit number of accessible business units? * Decide if AP/PO interface data should be verified through delivered reports, new reports (that must be customized) or queries (that can be set-up to run)? * Decide security profile for accessing Query tool.
<p>System Interfaces/ Security Access:</p> <ol style="list-style-type: none"> 1. Currently, asset tracking and maintenance may be performed on an Excel 	<p>New/Changed/Eliminated System Interfaces/ Security Access:</p> <ol style="list-style-type: none"> 1. No more dependence on Excel/Lotus or PAMS for updated asset

Role: Fixed Assets Specialist	
<i>Current Role (As-Is)</i>	<i>Future Role with PeopleSoft (To-Be)</i>
<p>or Lotus spreadsheet, separate agency property system or PAMS.</p> <p>2. Depreciation may also be calculated manually</p> <p>Key Challenges Related to “To-Be” Role Changes:</p> <ul style="list-style-type: none"> * PeopleSoft enables management of assets, not simply asset tracking and maintenance functions. Therefore, the individual should thoroughly understand additional capabilities/features of an asset management system in order to effectively utilize PeopleSoft’s resources. 	<p>information. Information is stored on-line within the PeopleSoft Asset Management module.</p> <p>2. Access Manage Assets panel groups to run AM reports <i>and/or</i></p> <p>3. Access Query tool to verify AM/AP/PO data</p> <p>4. AM interfaces directly to other PeopleSoft modules so most assets are identified within the system.</p> <p>Issues/Implications for Design:</p> <ul style="list-style-type: none"> * Individual requires PC * Individual requires network access for printing and server processing activities
<p>Key Outputs of Role</p> <p>1. Asset information to hand over to Controller</p> <p>2. Financial reports to Controller</p> <p>Key Challenges Related to “To-Be” Role Changes:</p> <ul style="list-style-type: none"> * Must understand content of various delivered or customized reports. * Must understand processes involved in creating monthly AM accounting entries. * Must understand Journal Generator process within PeopleSoft. 	<p>Key Outputs</p> <ul style="list-style-type: none"> * AM Reports: Delivered reports may be modified or new reports developed * AM Accounting Entries: Asset Accounting Entries are created by AM modules and distributed to the GL module <p>Issues/ Implications for Design:</p> <ul style="list-style-type: none"> * Must ensure AM reporting capabilities are sufficient for business needs.

PeopleSoft Role Impact Analysis

Module: Accounts Payable

<i>Potential Organization Design and Development Opportunities</i>	<i>Other Potential Change Management Opportunities</i>
1. Allow Purchasing Agents/Receivers to perform certain A/P functions such as entering vouchers and matching exceptions.	1. Communication – communication planning 2. Training – training needs analysis; training approach definition; training development 3. Change Navigation – sponsorship activities 4. Human Capital – detailed job analysis; skills assessment and development plan

Advantages to PeopleSoft Accounts Payable process

1. Match exceptions.
2. Ability to interface with other modules (especially Purchasing if used).

This document presents an analysis of job role(s) that require interaction with the PeopleSoft Accounts Payable module as part of their responsibilities. The left column defines the role “as-is” prior to a PeopleSoft conversion; the right column illustrates the “to-be” role. Essential job functions, key competencies and skills required, interfaces within the organization, system interfaces, as well as key outputs are discussed. Job impact as a result of the change to PeopleSoft is discussed in each of the “Key Challenges Related to Role Changes” sections. In addition, potential *system, process, technology, and organization* “to-be” design issues are raised in each of the “Issues and Implications for Design” sections.

Accounts Payable Roles: Accounts Payable Analyst/Clerk

The Accounting Clerk interacts with the system most frequently. The clerk's system interaction includes, resolving exceptions, collecting payment information, and entering invoices for payments. He/She is also responsible for selecting the proper vendor, responding to supplier questions regarding payment, performing month-end reconciliation, and ensuring payments are supported by appropriate documentation.

Position/ Group Name: Accounting Clerk	
<i>Current Role (As-Is)</i>	<i>Future Role with PeopleSoft (To-Be)</i>
Essential Job Functions: Process Transactions <ul style="list-style-type: none"> a. Collect payment information. b. Resolve exceptions. c. Enter invoices for payment. Access Information <ul style="list-style-type: none"> a. Respond to employee requests b. Respond to supplier questions regarding payment. Track Accounts <ul style="list-style-type: none"> a. Perform month-end reconciliation. Manage Paperwork <ul style="list-style-type: none"> a. Ensure all payments are supported by appropriate documentation. b. File paper copies as required for compliance. 	New/Changed/Eliminated Job Functions: System Use <ul style="list-style-type: none"> a. Matching exceptions - resolve discrepancies between the purchase order and the voucher. Eliminated Functions <ul style="list-style-type: none"> a. Track status of accounts payable. Issues/ Implications for Design: <ul style="list-style-type: none"> * N/A
Key Competencies and Skills Required:	Additional Competencies and Skills Required:

Position/ Group Name: Accounting Clerk	
<i>Current Role (As-Is)</i>	<i>Future Role with PeopleSoft (To-Be)</i>
<ol style="list-style-type: none"> 1. Knowledge of purchasing and receiving process. 2. Knowledge of vendors. 3. Knowledge of how to read invoices or other items being input to check for completeness. 4. Knowledge of current system. 5. Knowledge of policies and procedures. 	<ol style="list-style-type: none"> 1. Windows 95 navigation training. Experience working within IBM/PC environment. 2. Understanding of how the A/P module interfaces with other modules (ie. Purchasing, Asset Management, GL). 3. Ability to manage heavy On-Line workload. <p>Issues/ Implications for Design:</p> <p>* Typically, a new PeopleSoft user requires one month to acclimate to PeopleSoft functionality and up to six months of consistent use to yield expertise within a module.</p>
<p>Interfaces within the Organization (Organization Units and People):</p> <ol style="list-style-type: none"> 1. Reports to Purchasing Team Lead or A/P Manager. 2. Communicates with all Purchasing Agents to ensure that all information is correct. 3. Communicates with property personnel to resolve issues. 4. Works with suppliers on a regular basis. 5. Communicates with Program Manager for budget and/or cash management purposes. <p>Key Challenges Related to “To-Be” Role Changes:</p> <p>* N/A</p>	<p>New/Changed/Eliminated Organizational Interfaces:</p> <p><i>Unchanged</i></p> <p>Issues/ Implications for Design:</p> <p>* N/A</p>
System Interfaces/ Security Access:	New/Changed/Eliminated System Interfaces/ Security Access:

Position/ Group Name: Accounting Clerk	
<i>Current Role (As-Is)</i>	<i>Future Role with PeopleSoft (To-Be)</i>
1. Password security. Key Challenges Related to “To-Be” Role Changes: N/A	<i>Unchanged</i> Issues/ Implications for Design: * The employee needs a PC.
Key Outputs of Role 1. Claim Payment. 2. Accurate payment prices. Key Challenges Related to “To-Be” Role Changes: * N/A	* Key Outputs <i>Unchanged (New term is voucher payment)</i> Issues/ Implications for Design: * N/A

Another position often found in A/P is the **A/P Supervisor**. This employee’s role should not change dramatically. The employee will approve vouchers, ensure that vouchers are subject to budget checking and posting. And on an “as needed” basis employee’s would run other processes such as voucher delete, close, unpost and 1099 balances.

PeopleSoft Role Impact Analysis
Module: Accounts Receivable

Accounts Receivable Roles: A/R Section Supervisor, A/R Clerk and Billing Clerk	
<i>Potential Organization Design and Development Opportunities</i>	<i>Other Potential Change Management Opportunities</i>
1. Possibility of Changing Billing Clerk role.	1. Communication – communication planning 2. Training – training needs analysis; training approach definition; training development 3. Change Navigation – sponsorship activities 4. Human Capital – detailed job analysis; skills assessment and development plan

Advantages to PeopleSoft Accounts Receivable process

1. Built in pre-defined access to relevant AR/Credit/Collections information

This document presents an analysis of job role(s) that require interaction with the PeopleSoft Accounts Receivable module as part of their responsibilities. The left column defines the role “as-is” prior to a PeopleSoft conversion; the right column illustrates the “to-be” role. Essential job functions, key competencies and skills required, interfaces within the organization, system interfaces, as well as key outputs are discussed. Job impact as a result of the change to PeopleSoft is discussed in each of the “Key Challenges Related to Role Changes” sections. In addition, potential *system, process, technology, and organization* “to-be” design issues are raised in each of the “Issues and Implications for Design” sections.

Accounts Receivable Roles: A/R Section Supervisor, A/R Clerk and Billing Clerk

Position/ Group Name: A/R Supervisor	
<i>Current Role (As-Is)</i>	<i>Future Role with PeopleSoft (To-Be)</i>
Essential Job Functions: <ol style="list-style-type: none"> Supervision Communication w/field personnel Key Challenges Related to “To-Be” Role Changes: <ul style="list-style-type: none"> * Increasing the number of departments that use the system without increasing head count. Providing a flexible shared service. 	New/Changed/Eliminated Job Functions: System Use <ol style="list-style-type: none"> ...<i>Unchanged</i> Eliminated Functions <ol style="list-style-type: none"> None Issues/ Implications for Design: <ul style="list-style-type: none"> * None
Key Competencies and Skills Required: <ol style="list-style-type: none"> Knowledge of existing system Strong interpersonal & communication skills. Key Challenges Related to “To-Be” Role Changes: <ul style="list-style-type: none"> * 	Additional Competencies and Skills Required: <ol style="list-style-type: none"> Knowledge of PS A/R and Billing Issues/ Implications for Design: <ul style="list-style-type: none"> * Transition from supervising internal staff to assisting field personnel use PeopleSoft to enter bills.
Interfaces within the Organization (Section and People): <ol style="list-style-type: none"> IT personnel Accounting and Fiscal Manager Billing Clerks Cashier Billing Sections Treasury Key Challenges Related to “To-Be” Role Changes: <ul style="list-style-type: none"> * Ensuring buy-in * Acting as a sales person for new processes and system 	New/Changed/Eliminated Organizational Interfaces: <i>Unchanged</i> Issues/ Implications for Design: <ul style="list-style-type: none"> * Long term simplification & standardization * Improved ability to support the system * Ability to bring on new customers quickly and easily

Position/ Group Name: A/R Supervisor	
<i>Current Role (As-Is)</i>	<i>Future Role with PeopleSoft (To-Be)</i>
System Interfaces/ Security Access: 1. General Ledger 2. Lockbox processing system 3. Unlimited security access Key Challenges Related to “To-Be” Role Changes: N/A	New/Changed/Eliminated System Interfaces/ Security Access: <i>Unchanged</i> Issues/ Implications for Design: * N/A
Key Outputs of Role 1. Customer Billing 2. Paid invoices Key Challenges Related to “To-Be” Role Changes: * N/A	Key Outputs : <i>Unchanged</i> Issues/ Implications for Design: * More timely access to information

The Cashier

Position/ Group Name: Cashier Clerk	
<i>Current Role (As-Is)</i>	<i>Future Role with PeopleSoft (To-Be)</i>
Essential Job Functions: <ol style="list-style-type: none"> Cash receipt Cash entry Cash application Collection Report Production Report Distribution Key Challenges Related to “To-Be” Role Changes: <ul style="list-style-type: none"> * N/A 	New/Changed/Eliminated Job Functions: <p>System Use</p> <ol style="list-style-type: none"> Unchanged except the use of PeopleSoft. <p>Eliminated Functions</p> <ol style="list-style-type: none"> None Issues/ Implications for Design: <ul style="list-style-type: none"> * None
Key Competencies and Skills Required: <ol style="list-style-type: none"> Knowledge of A/R System General understanding of the different customers. Key Challenges Related to “To-Be” Role Changes: <ul style="list-style-type: none"> * N/A 	Additional Competencies and Skills Required: <ol style="list-style-type: none"> PC skills (mouse, etc.) Knowledge of PS A/R and Billing Issues/ Implications for Design: <ul style="list-style-type: none"> * None
Interfaces within the Organization (Sections and People): <ol style="list-style-type: none"> A/R Supervisor Billing Section Treasury Mail Room Billing Clerks Key Challenges Related to “To-Be” Role Changes: <ul style="list-style-type: none"> * Learning new software * Learning new process * Not allowing initial drop in productivity to negatively affect perception of system 	New/Changed/Eliminated Organizational Interfaces: <p><i>Unchanged</i></p> Issues/ Implications for Design: <ul style="list-style-type: none"> * Speed of cash entry and application
System Interfaces/ Security Access:	New/Changed/Eliminated System Interfaces/ Security Access:

Position/ Group Name: Cashier Clerk	
<i>Current Role (As-Is)</i>	<i>Future Role with PeopleSoft (To-Be)</i>
<ol style="list-style-type: none"> General Ledger Unlimited security access <p>Key Challenges Related to “To-Be” Role Changes:</p> <p>* N/A</p>	<p><i>Unchanged</i></p> <p>Issues/ Implications for Design:</p> <p>* N/A</p>
<p>Key Outputs of Role</p> <ol style="list-style-type: none"> Enters Cash Applies Cash Answers customer inquiries <p>Key Challenges Related to “To-Be” Role Changes:</p> <p>* N/A</p>	<p>Key Outputs :</p> <p><i>Unchanged</i></p> <p>Issues/ Implications for Design:</p> <p>* N/A</p>

The Billing / Accounts Receivable Clerk.

Position/ Group Name: Billing / Accounts Receivable Clerk	
<i>Current Role (As-Is)</i>	<i>Future Role with PeopleSoft (To-Be)</i>
Essential Job Functions: <ol style="list-style-type: none"> Invoice entry Mailing invoices to customers Follow up and adjustment of accounts Key Challenges Related to “To-Be” Role Changes: <ul style="list-style-type: none"> * Job reduction/elimination 	New/Changed/Eliminated Job Functions: System Use <ol style="list-style-type: none"> None Eliminated Functions <ol style="list-style-type: none"> All functions except mailing invoices to customers. Issues/ Implications for Design: <ul style="list-style-type: none"> * Train field personnel to use PeopleSoft.
Key Competencies and Skills Required: <ol style="list-style-type: none"> Knowledge of Accounts Receivable Key Challenges Related to “To-Be” Role Changes: <ul style="list-style-type: none"> * N/A 	Additional Competencies and Skills Required: <ol style="list-style-type: none"> Knowledge of PeopleSoft Accounts Receivables Knowledge of PC Skills (mouse, etc.) Issues/ Implications for Design: <ul style="list-style-type: none"> * N/A
Interfaces within the Organization (Departments and People): <ol style="list-style-type: none"> Billing Sections A/R Supervisor Cashier Key Challenges Related to “To-Be” Role Changes: <ul style="list-style-type: none"> * Learning new software * Learning new process * Not allowing initial drop in productivity to negatively impact perception of system. 	New/Changed/Eliminated Organizational Interfaces: <i>Unchanged</i> Issues/ Implications for Design: <ul style="list-style-type: none"> * Source of billing transactions (ie. Billing Section) may eventually take over the role of entering bills on line into PeopleSoft. * Ease of use and training * Establish parameters for generation of statements
Key Outputs of Role <ol style="list-style-type: none"> Enter Billing information Key Challenges Related to “To-Be” Role Changes:	Key Outputs : <i>Unchanged in short term</i> Issues/ Implications for Design:

Position/ Group Name: Billing / Accounts Receivable Clerk	
<i>Current Role (As-Is)</i>	<i>Future Role with PeopleSoft (To-Be)</i>
* N/A	* N/A

PeopleSoft Role Impact Analysis
Module: General Ledger (GL)

<i>Organization Design and Development Opportunities</i>	<i>Other Change Management Opportunities</i>
<ol style="list-style-type: none"> 1. Redesign Finance organization structure due to facilitated journal processing and sophisticated reporting capabilities. 2. A Finance role could include financial systems administrator to help maintain the system (i.e. maintain Chartfields, nVision reports, etc.). 	<ol style="list-style-type: none"> 1. Communication – communication to impacted GL employees and employees who interface with GL (e.g. department heads) 2. Training – training needs analysis; training approach definition; training development for employees using GL module 3. Change Navigation – sponsorship activities for Finance organization 4. Human Capital – detailed job analysis; skills assessment and development plan and/or recruiting/selection plan to align to new/changed responsibilities and skills

This document presents an analysis of job(s)/ role(s) that require interaction with the PeopleSoft General Ledger module as part of assumed responsibilities. The left column defines the role “as-is” prior to a PeopleSoft conversion; the right column illustrates the “to-be” role. Essential job functions, key competencies and skills required, interfaces within the organization, system interfaces, as well as key outputs are discussed. Job impact as a result of the change to PeopleSoft is discussed in each of the “Key Challenges Related to Role Changes” sections. In addition, potential *system, process, technology*, and *organization* “to-be” design issues are raised in each of the “Issues and Implications for Design” sections.

General Ledger Roles: Accounting Clerk/Tech, Accounting & Fiscal Manager and Budget/Fiscal Analyst

The following pages contain detail on the Accounting Clerk/Tech, Accounting & Fiscal Manager and Budget/Fiscal Analyst roles, respectively.

*The **Accounting Clerk/Tech** interacts with the General Ledger module most frequently. S/he is responsible for inputting and processing new or standard journals and for running any interfaces to the General Ledger. At the end of a period, this individual may run General Ledger reports as well as nVision financial and management reports.*

Role: Accounting Clerk/Tech	
<i>Current Role (As-Is)</i>	<i>Future Role with PeopleSoft (To-Be)</i>
<p>Essential Job Functions:</p> <ol style="list-style-type: none"> 1. Records manual journal entries. 2. Processes intercompany transactions. 3. Processes allocations. 4. Transfers financial information recorded in legacy systems into the General Ledger. 5. Runs reports. 6. Reconciles account balances at closing on an as-needed basis. <p>Key Challenges Related to “To-Be” Role Changes:</p> <ul style="list-style-type: none"> * Individuals may be used to receiving reports generated via mainframes. With PeopleSoft, they will need to learn how to use the nVision reporting tool. Fortunately nVision is user-friendly and easy to learn as long as individual is familiar with Excel functionality. * Must understand what Chartfields are in the General Ledger module; perhaps a separate Financial systems administrator can be responsible for actually setting up and maintaining these control values. 	<p>New/Changed/Eliminated Job Functions:</p> <p>Monthly Maintenance -</p> <ol style="list-style-type: none"> 1. Enters journal information into PeopleSoft. 2. Utilizes interunit set up in the PeopleSoft General Ledger module. 3. Creates allocation steps and groups and processes allocations through PeopleSoft. 4. Utilizes spreadsheet upload utility. 5. Maintains external interfaces and/or utilizes PeopleSoft Journal Generator to automatically transfer legacy information to the General Ledger. 6. Updates dollar amounts in and maintains standard journal entry templates. 7. Runs General Ledger reports. <p>Monthly Close -</p> <ol style="list-style-type: none"> 1. Access/analyze and/or run financial and management reports through PeopleSoft nVision reporting tool. <p>Issues/ Implications for Design:</p> <ul style="list-style-type: none"> * Determine if spreadsheet upload utility (transfers accounting information stored on a spreadsheet to a journal entry template and automatically creates journal entries in the General Ledger) will be implemented. * Determine if workflow is necessary to authorize editing and posting of journal entries. * If workflow is necessary, determine dollar amount approval levels.
<p>Key Competencies and Skills Required:</p> <ol style="list-style-type: none"> 1. Strong accounting skills 2. Knowledge of chart of accounts/ code block structure 	<p>Additional Competencies and Skills Required:</p> <ol style="list-style-type: none"> 1. Windows 95 navigation training. Experience working within IBM/PC environment.

Role: Accounting Clerk/Tech	
<i>Current Role (As-Is)</i>	<i>Future Role with PeopleSoft (To-Be)</i>
3. Knowledge of legacy systems 4. Knowledge of policies and procedures 5. Detail orientation 6. Organizational skills 7. Communication skills Key Challenges Related to “To-Be” Role Changes:	2. Understanding of interface with other PeopleSoft modules in order to use Journal Generator function. 3. General understanding of batch server versus client processing. 4. Ability to manage heavy workload on-line. Issues/ Implications for Design: * Typically, a new PeopleSoft user requires one month to acclimate to PeopleSoft functionality and up to six months of consistent use to wield expertise within a module.
Interfaces within the Organization (Sections and People): 1. Communicates with areas that maintain legacy system data to coordinate transfer of financial information to the General Ledger. 2. Communicates with areas if necessary to reconcile account balances. 3. Coordinates the distribution of financial and management reports. Key Challenges Related to “To-Be” Role Changes: * Must learn to effectively utilize on-line resources before spending time manually gathering information.	New/Changed/Eliminated Organizational Interfaces 1. Can reduce amount of communication necessary with other areas if clerks are given access to view data stored in other modules (if multiple PeopleSoft module implementation) Issues/ Implications for Design: * Must decide level of operator security – include security access to other modules (i.e. AP/PO)?
System Interfaces/ Security Access: Key Challenges Related to “To-Be” Role Changes: * Ideal to have a solid understanding of overall PeopleSoft functionality/ integration of related modules in order to access the appropriate tables for information. PeopleSoft stores a wealth of information and an effective utilization of database resources will allow maximum benefits and gain for the organization. * Should learn to drilldown to appropriate level of detail supporting report	New/Changed/Eliminated System Interfaces/ Security Access: 1. Access to Process Financial Information panel groups to create and process journals, allocations, and run Journal Generator. 2. Access to nVision to access/analyze and/or run reports. 3. Access to Process Journals panel group to view PeopleSoft General Ledger inquiries and run delivered SQR and Crystal reports. Issues/Implications for Design: * Must determine external interface processes. * Must determine operator security to run and access/analyze reports.

Role: Accounting Clerk/Tech	
<i>Current Role (As-Is)</i>	<i>Future Role with PeopleSoft (To-Be)</i>
figures. Users really appreciate this nVision feature.	<ul style="list-style-type: none"> * Determine if organization requires customized reports. * Individual requires PC. * Individual requires network access for printing and server processing activities.
Key Outputs of Role <ol style="list-style-type: none"> 1. Online journal entries 2. Inventory and control logs of operating unit journal entries 3. Financial and management reports Key Challenges Related to “To-Be” Role Changes: <ul style="list-style-type: none"> * Decreased number of manual journal entries results in less paper documentation. 	Key Outputs <ol style="list-style-type: none"> 1. Online journal entries 2. Online log of journal entries 3. General Ledger reports, i.e. Trial Balance 4. nVision financial and management reports Issues/ Implications for Design: <ul style="list-style-type: none"> * Must design layouts for nVision reports.

*Other individuals that may interact with the General Ledger module on a more limited basis are **Accounting & Fiscal Managers**. The Accounting & Fiscal Manager may view interunit and regular journal entries on-line before they are posted to the General Ledger. S/he may also run reports or queries to ensure accounting information is accurate and correctly represented in the General Ledger. Again, the Accounting & Fiscal Manager is ultimately responsible for the integrity of the General Ledger.*

Role: Accounting & Fiscal Manager	
<i>Current Role (As-Is)</i>	<i>Future Role with PeopleSoft (To-Be)</i>
Essential Job Functions: <ol style="list-style-type: none"> 1. Oversees financial process. 2. Analyzes reports. 3. Reconciles account balances prior to the close process. 4. Coordinates monthly and yearly close. 	New/Changed/Eliminated Job Functions: Monthly Maintenance - <ol style="list-style-type: none"> 1. Runs delivered General Ledger reports on an as-needed basis. 2. Approve journal entries routed to their queue through workflow.

Role: Accounting & Fiscal Manager	
<i>Current Role (As-Is)</i>	<i>Future Role with PeopleSoft (To-Be)</i>
<p>Key Challenges Related to “To-Be” Role Changes:</p> <ul style="list-style-type: none"> * Individuals may be used to receiving reports generated via mainframes. With PeopleSoft, they will need to learn how to use the nVision reporting tool. Fortunately nVision is user-friendly and easy to learn as long as individual is familiar with Excel functionality. * Must understand what Chartfields are in the General Ledger module; perhaps a separate Financial systems administrator can be responsible for actually setting up and maintaining these control values. 	<p>Monthly Close -</p> <ol style="list-style-type: none"> 1. Access/analyze and/or run financial and management reports through PeopleSoft nVision reporting tool. <p>Issues/ Implications for Design:</p> <ul style="list-style-type: none"> * Determine if workflow is necessary to authorize editing and posting of journal entries. * If workflow is necessary, determine dollar amount approval hierarchy.
<p>Key Competencies and Skills Required:</p> <ol style="list-style-type: none"> 1. Leadership skills 2. Strong accounting skills 3. Knowledge of chart of accounts/ code block structure 4. Knowledge of legacy systems 5. Knowledge of policies and procedures 6. Communication skills <p>Key Challenges Related to “To-Be” Role Changes:</p> <ul style="list-style-type: none"> * If not familiar with client/server architecture, will need to learn the advantages of relational databases in order to maximize use of PeopleSoft 	<p>Additional Competencies and Skills Required:</p> <ol style="list-style-type: none"> 1. Windows 95 navigation training. Experience working within IBM/PC environment. 2. Understanding of interface with other PeopleSoft modules. 3. General understanding of batch server versus client processing. <p>Issues/ Implications for Design:</p> <ul style="list-style-type: none"> * Typically, a new PeopleSoft user requires one month to acclimate to PeopleSoft functionality and up to six months of consistent use to wield expertise within a module.
<p>Interfaces within the Organization (Sections and People):</p> <ol style="list-style-type: none"> 1. Supervises finance area. 2. Communicates with areas that maintain legacy system data to coordinate transfer of financial information to the General Ledger. 3. Communicates with divisions/sections if necessary to reconcile account balances. 4. Coordinates with other organization executives to analyze financial and management reports. <p>Key Challenges Related to “To-Be” Role Changes:</p> <ul style="list-style-type: none"> * May be a challenge to learn to query databases effectively for point-of- 	<p>New/Changed/Eliminated Organizational Interfaces</p> <ol style="list-style-type: none"> 1. Can view all financials data stored within PeopleSoft using the Query tool. <p>Issues/ Implications for Design:</p> <ul style="list-style-type: none"> * Must decide level of operator security for viewing financials data.

Role: Accounting & Fiscal Manager	
<i>Current Role (As-Is)</i>	<i>Future Role with PeopleSoft (To-Be)</i>
need information.	
System Interfaces/ Security Access: 1. Reports may be generated via sending requests to MIS department. Key Challenges Related to “To-Be” Role Changes: * Must feel comfortable viewing and analyzing reports on-line. * Ideal to have a solid understanding of overall PeopleSoft functionality/ integration of related modules in order to access the appropriate tables for information. PeopleSoft stores a wealth of information and an effective utilization of database resources will allow maximum benefits and gain for the organization. * Should learn to drilldown to appropriate level of detail supporting report figures (i.e. to journal entries, AP vouchers, etc.). Users really appreciate this nVision feature.	New/Changed/Eliminated System Interfaces/ Security Access: 1. Access to nVision to retrieve/ analyze and/or run reports. 2. Access to Process Journals panel group to view PeopleSoft General Ledger inquiries and run delivered SQR and Crystal reports. 3. Utilize nVision features to drill down from specific financial figures. Issues/Implications for Design: * Determine if organization requires customized reports. * Individual requires PC. * Individual requires network access for printing and server processing activities.
Key Outputs of Role 1. Balanced general ledger 2. Financial and management reports Key Challenges Related to “To-Be” Role Changes: *	Key Outputs 1. Balanced general ledger 2. General Ledger reports, i.e. Trial Balance 3. nVision financial and management reports Issues/ Implications for Design: * Must design layouts for nVision reports.

***Budget/Fiscal Analysts** may also access and utilize nVision for financial and management reports. nVision is a sophisticated reporting tool that allows easy access to information stored throughout the PeopleSoft database and enables drilldown capability for financial figures. Budget/Fiscal Analysts may also input budget information into the General Ledger module via a Budgets ledger and generate reports that compare information stored in the Budgets and Actuals ledgers. Budget information can also be entered into the General Ledger through a spreadsheet upload utility that comes delivered with the General Ledger module.*

Role: Budget/Fiscal Analyst	
<i>Current Role (As-Is)</i>	<i>Future Role with PeopleSoft (To-Be)</i>
<p>Essential Job Functions:</p> <ol style="list-style-type: none"> 1. Prepares budgets. 2. Communicates budget changes. 3. Creates and analyzes financial/ budget reports. <p>Key Challenges Related to “To-Be” Role Changes:</p> <ul style="list-style-type: none"> * Individuals may be used to receiving reports generated via mainframes. With PeopleSoft, they will need to learn how to use the nVision reporting tool. Fortunately nVision is user-friendly and easy to learn as long as individual is familiar with Excel functionality. * Analysts must also be trained to use the Query tool. * Must understand what Chartfields are in the General Ledger module; perhaps a separate Financial systems administrator can be responsible for actually setting up and maintaining these control values. 	<p>New/Changed/Eliminated Job Functions:</p> <p>Monthly Maintenance -</p> <ol style="list-style-type: none"> 1. Enters journal entries in the Budgets ledger (vs. Accounting Entry Clerks who typically create entries within the Actuals ledger). 2. Runs delivered PeopleSoft General Ledger reports, as needed. 3. Accesses and analyzes nVision financial reports. 4. Queries Financials data from GL and other PeopleSoft modules in order to generate point-of-need reports. <p>Issues/ Implications for Design:</p> <ul style="list-style-type: none"> * Determine if budget information will be loaded through PeopleSoft GL (i.e. Budgets ledger) or via the spreadsheet upload utility. Spreadsheet upload allows the import of financial data from spreadsheets to the GL through macros and templates and is a part of PeopleSoft 6.0 functionality. * Pre-define useful queries the analyst can run on a regular basis.
<p>Key Competencies and Skills Required:</p> <ol style="list-style-type: none"> 1. Strong accounting skills 2. Financial planning skills 3. Analytical skills 4. Knowledge of chart of accounts/ code block structure 5. Knowledge of legacy systems 6. Knowledge of policies and procedures <p>Key Challenges Related to “To-Be” Role Changes:</p> <ul style="list-style-type: none"> * If not familiar with client/server architecture, will need to learn the advantages of relational databases in order to maximize use of PeopleSoft 	<p>Additional Competencies and Skills Required:</p> <ol style="list-style-type: none"> 1. Windows 95 navigation training. Experience working within IBM/PC environment. 2. Familiarity with relational database structure in order to maximize querying ability. <p>Issues/ Implications for Design:</p> <ul style="list-style-type: none"> * Typically, a new PeopleSoft user requires one month to acclimate to PeopleSoft functionality and up to six months of consistent use to wield expertise within a module.
<p>Interfaces within the Organization (Sections and People):</p> <ol style="list-style-type: none"> 1. Interacts with Accounting & Fiscal Manager regarding financial planning 	<p>New/Changed/Eliminated Organizational Interfaces</p> <ol style="list-style-type: none"> 1. Reduces some communication between divisions/sections if able to view

Role: Budget/Fiscal Analyst	
<i>Current Role (As-Is)</i>	<i>Future Role with PeopleSoft (To-Be)</i>
<p>and analysis.</p> <p>2. Communicates with divisions in order to maintain integrity of budget planning.</p> <p>Key Challenges Related to “To-Be” Role Changes:</p> <ul style="list-style-type: none"> * May be a challenge to learn to query databases effectively for point-of-need information. 	<p>financial data stored within PeopleSoft using the Query tool.</p> <p>Issues/ Implications for Design:</p> <ul style="list-style-type: none"> * Must decide level of operator security for viewing financials data.
<p>System Interfaces/ Security Access:</p> <p>1. Reports may be generated via sending requests to MIS department or via LOTUS spreadsheets.</p> <p>Key Challenges Related to “To-Be” Role Changes:</p> <ul style="list-style-type: none"> * Must feel comfortable viewing and analyzing reports on-line. * Ideal to have a solid understanding of overall PeopleSoft functionality/ integration of related modules in order to access the appropriate tables for information. PeopleSoft stores a wealth of information and an effective utilization of database resources will allow maximum benefits and gain for the organization. * Should learn to drilldown to appropriate level of detail supporting report figures (i.e. to journal entries, AP vouchers, etc.). Users really appreciate this nVision feature. 	<p>New/Changed/Eliminated System Interfaces/ Security Access:</p> <ol style="list-style-type: none"> 1. Access to nVision to retrieve/ analyze and/or run reports. 2. Access to Process Journals panel group to enter budget information, view PeopleSoft General Ledger inquiries and run delivered SQR and Crystal reports. 3. Utilize nVision features to drill down from specific financial figures. <p>Issues/Implications for Design:</p> <ul style="list-style-type: none"> * Determine if analyst requires customized reports. * Individual requires PC. * Individual requires network access for printing and server processing activities.
<p>Key Outputs of Role</p> <ol style="list-style-type: none"> 1. Defined budgets 2. Financial reports <p>Key Challenges Related to “To-Be” Role Changes:</p>	<p>Key Outputs</p> <ol style="list-style-type: none"> 1. Defined budgets 2. General Ledger reports, i.e. Trial Balance 3. nVision financial and management reports 4. Crystal reports generated from Query tool

Role: Budget/Fiscal Analyst	
<i>Current Role (As-Is)</i>	<i>Future Role with PeopleSoft (To-Be)</i>
	Issues/ Implications for Design: * Must design layouts for nVision reports and Crystal reports.

MT PRRIME
PeopleSoft Role Impact Analysis
Module: Purchasing

<i>Organization Design and Development Opportunities</i>	<i>Other Change Management Opportunities</i>
<ol style="list-style-type: none"> 1. Redefine the purchasing roles and responsibilities to enable the transition from manual to automated work. 	<ol style="list-style-type: none"> 1. Communication – establish a communication plan to articulate both the training plan and any changes to the way the role currently does business. 2. Training – identify training requirements of users and articulate the training plan to the training audience. With regard to purchasing, the requisition to purchasing process must be defined step by step before assigning responsibilities to buyers and requesters. 3. Change Navigation –The leader must endorse any organizational changes by modifying the existing policies and procedures that guide the way business is currently done. Once these changes have been made, the leaders must communicate them to their employees. 4. Human Capital –Users will require extensive on-site support from PeopleSoft experts as they begin to do work on-line. It is important to train users within the organization to be “superusers” so that employees of the organization learn to transfer knowledge from one to another.

Advantages to PeopleSoft Purchasing process

1. Creates a central, consistent repository for all purchasing and requisitioning activities to take place.
2. Improves efficiency of purchasing process.
3. Integrates purchasing with requisitioning process.
4. Automates routine transactions to increase decision-making time.
5. Provides quicker access to information from which to analyze data and trends related to purchasing.

This document presents an analysis of job role(s) that require interaction with the PeopleSoft Purchasing module as part of their responsibilities. The left column defines the role “as-is” prior to a PeopleSoft conversion; the right column illustrates the “to-be” role. Essential job functions, key competencies and skills required, interfaces within the organization, system interfaces, as well as key

outputs are discussed. Job impact as a result of the change to PeopleSoft is discussed in each of the “Key Challenges Related to Role Changes” sections. In addition, potential *system, process, technology, and organization* “to-be” design issues are raised in each of the “Issues and Implications for Design” sections.

Purchasing Roles: Buyer, Central Purchasing Team and Expediter

The Buyer is responsible for overseeing the purchasing activities of his/her realm of responsibility within the organization. In addition to issuing purchase orders, the buyer must facilitate the purchasing activities of requesters by leveraging his/her commodity and industry expertise. The buyer maintains relationships with vendors and identifies sourcing opportunities for the organization. The buyer position has several tiers which allow for increased responsibility and compensation with experience: assistant buyer, junior buyer, and senior buyer. These positions may or may not be available depending upon the number of people that make up the purchasing team.

Position/ Group Name: Buyer (Assistant, Junior, and Senior Positions)	
<i>Current Role (As-Is)</i>	<i>Future Role with PeopleSoft (To-Be)</i>
Essential Job Functions: Purchase Order Issuing- <ol style="list-style-type: none"> Issue purchase orders based on requisition queue Identify source for purchase orders; prepare requests for bids; analyze bids; negotiate pricing with vendors Assist requesters with defining material requirements, specifications, and needs Review open purchase orders and direct expediting activities Maintaining Supplier Relationships- <ol style="list-style-type: none"> Identify source for purchase orders; prepare requests for bids; analyze bids; negotiate pricing with vendors Develop and maintain supplier relationships for assigned commodities Work with suppliers to improve performance Key Challenges Related to “To-Be” Role Changes:	New/Changed/Eliminated Job Functions: Purchase Order Issuing - <ol style="list-style-type: none"> Perform searches within PeopleSoft to determine necessary information to include on purchase order such as vendor or item information. Maintain up to date item information on Item Master, such as effective dates for items and item attributes; communicate changes and updates to Commodities Specialist as needed. Source and price requisitions on-line. Run system processes for building requisitions into purchase orders and dispatching purchase orders to vendors. Maintaining Supplier Relationships <ol style="list-style-type: none"> Source and price requisitions on-line Track supplier requests for quotes (bids) on-line. Dispatch bid requests to vendors through PeopleSoft.

Position/ Group Name: Buyer (Assistant, Junior, and Senior Positions)	
<i>Current Role (As-Is)</i>	<i>Future Role with PeopleSoft (To-Be)</i>
<ul style="list-style-type: none"> * Determine routing of requisitions - based upon commodity, requesting department, organization location, etc. * Determine purchase order approval authority and routing of purchase orders for approval. 	<ul style="list-style-type: none"> d. Run vendor reports to analyze supplier performance. <p>Purchase Order Reporting -</p> <ul style="list-style-type: none"> a. Run reports to view requisition, receiving, and purchasing information on individual orders. b. Run reports by requesters to view requisitions by date. c. Run workflow approval reports to view the approval status of purchase orders and requisitions in the system. <p>Issues/ Implications for Design:</p> <ul style="list-style-type: none"> * Can easily enter and update purchasing information online. * Must understand how to run automated processes. * Can run reports that easily access purchasing information stored in PeopleSoft database.
<p>Key Competencies and Skills Required:</p> <ul style="list-style-type: none"> a) Extensive purchasing experience b) Detail orientation c) Organizational skills d) Communication skills <p>Key Challenges Related to “To-Be” Role Changes:</p> <ul style="list-style-type: none"> * Automating the purchasing function will be a challenge for users accustomed to manual purchase order processing. * The transition to “electronic” files is difficult for users accustomed to maintaining extensive paper files and records. Within PeopleSoft, users will be expected to use the Inquiry capabilities of the system as opposed to keeping paper records. For example, users will be encouraged to look up purchase orders in PeopleSoft rather than print each purchase order and file it. 	<p>Additional Competencies and Skills Required:</p> <ul style="list-style-type: none"> a) Windows 95 navigation training. Experience working within PC environment. b) Understanding of interface with other PeopleSoft modules in order to use Purchasing functionality. For example, buyers will be responsible for looking up requisition information for requesters who require assistance. c) General understanding of batch server versus client processing. d) Ability to manage workload online. <p>Issues/ Implications for Design:</p> <ul style="list-style-type: none"> * Typically, a new PeopleSoft user requires one month to acclimate to PeopleSoft functionality and up to six months of consistent use to wield expertise within a module.
Interfaces within the Organization (Departments and People):	New/Changed/Eliminated Organizational Interfaces

Position/ Group Name: Buyer (Assistant, Junior, and Senior Positions)	
<i>Current Role (As-Is)</i>	<i>Future Role with PeopleSoft (To-Be)</i>
<p>a) Typically reports to Purchasing Department Head or Purchasing Executive.</p> <p>b) Communicate with departments specific to line of business/ commodity specialization. For example, a buyer aligned to the Food & Beverage line of business will interact with outlets and inventory control; a buyer aligned with Administration will interact with business departments within the organization, such as State Administration and Accounting.</p> <p>c) Coordinate with the AP Analyst to ensure that exceptions resulting from price discrepancies, incorrect item information,</p> <p>d) Communicate with requesters to understand their orders and convey their preferences to suppliers.</p> <p>Key Challenges Related to “To-Be” Role Changes:</p> <ul style="list-style-type: none"> * Must determine operator security to run and access/analyze reports. Limit security to Asset Management processes and reports or also enable access to Accounts Payable and Purchasing reports? This is not necessary if communication with departments/ access to information is readily available. 	<p>a) Buyers may experience less face time with requesters because both groups will be entering information on-line.</p> <p>b) Department heads will need to map each user with one “approver” when setting up Workflow. Whereas before, users may have sent requisitions to more than one person for approval, within PeopleSoft, one approver must be specified.</p> <p>c) Buyers will resolve exceptions on-line, rather than spending excessive amounts of time in the AP Departments researching price discrepancies, etc.</p> <p>Issues/ Implications for Design:</p> <ul style="list-style-type: none"> * Must decide level of operator security – determine to which panels the buyers will have access.
<p>System Interfaces/ Security Access:</p> <ol style="list-style-type: none"> 1. Buyer enters purchased orders into current system. 2. Buyer hand-writes purchase orders using pre-numbered forms from paper requisitions if system does not exist. 3. Buyer interfaces with requesters frequently to ask questions about items requested, due date, and sourcing preferences. <p>a) Buyer interfaces with vendors frequently, often calling in each order line by line over the telephone.</p> <p>Key Challenges Related to “To-Be” Role Changes:</p> <ul style="list-style-type: none"> * Buyer will interface less frequently in person with members of requesting departments/ outlets and vendors. 	<p>New/Changed/Eliminated System Interfaces/ Security Access:</p> <ol style="list-style-type: none"> a) Buyers will enter PO’s online and build requisitions into purchase orders directly. This will change the buyer role by reducing interfaces with people. b) Utilize query tool to obtain vendor and item data. c) Update and modify requisitions on behalf of requesters. <p>Issues/Implications for Design:</p> <ul style="list-style-type: none"> * Allow buyers to update purchase orders on behalf of all buyers or restrict their access to modification of only their own purchase orders. * Determine authority of buyers to update requisitions created by requesters. These issues have policy and procedural implications. For example, buyers may be given access to update requisitions, but it may be more

Position/ Group Name: Buyer (Assistant, Junior, and Senior Positions)	
<i>Current Role (As-Is)</i>	<i>Future Role with PeopleSoft (To-Be)</i>
	<p>beneficial to require buyers to communicate necessary updates to requesters so that they understand the changes made to orders. Also, if requisitions need to be updated because they are incomplete or contain incorrect information, it is beneficial for the buyers to communicate the change to the requesters and allow them to make the corrections, so that they learn the correct procedures.</p> <ul style="list-style-type: none"> * Determine approval authority of buyers. If buyers are entering purchase orders on behalf of requesting departments, they usually require a high dollar amount approval authority. * Determine authority of buyers to update item definition panels on shared Item Master.
<p>Key Outputs of Role</p> <ol style="list-style-type: none"> 1. Bid sheets consolidated by vendor. 2. Official purchase orders to be sent to vendors. 3. Purchasing reports, such as “Open Purchase Order Report.” <p>Key Challenges Related to “To-Be” Role Changes:</p> <ul style="list-style-type: none"> * Must understand content of various delivered or customized reports. * Must understand reporting functions of system in order to access necessary information on an as-needed basis. 	<p>Key Outputs</p> <ol style="list-style-type: none"> 1. Official “dispatched” purchase orders ready for fax to vendor. 2. Accurate item/vendor price information in purchasing tables. <p>Issues/ Implications for Design:</p> <ul style="list-style-type: none"> * Must determine which reports are necessary based upon needs of purchasing department and requirements of accounting department. * Must determine requirements for maintaining item history reports to track changes in vendor pricing.

A Central Purchasing Team is responsible for negotiating and maintaining supplier relationships on behalf of a business enterprise, which may incorporate more than one organization. This team must identify the individual requirements of each organization and incorporate these needs in the vendor agreements. The Central Purchasing Team establishes benchmarks to measure supplier performance and includes these guidelines in the service level agreements signed by each vendor. This team analyzes supplier performance against these benchmarks, rewarding those suppliers that meet or exceed guidelines and invoking sanctions against those who fall below guidelines. This team is responsible for working with the key members of the purchasing teams at each organization to add or remove vendors from a shared “vendor master.”

Position/ Group Name: Central Purchasing Team	
<i>Current Role (As-Is)</i>	<i>Future Role with PeopleSoft (To-Be)</i>
<p>Essential Job Functions:</p> <p>Establish Vendor Relationships</p> <ol style="list-style-type: none"> Note: this team does not exist in many organizations; members of purchasing team fill liaison role with vendors if there is no Central Purchasing Team. Work with vendors that meet current needs of organization. Identify new opportunities to work with other vendors on a continual basis. <p>Maintaining Supplier Relationships-</p> <ol style="list-style-type: none"> Communicate on an ongoing basis with vendors regarding shipping regulations, requester needs, and overall organization requirements. Serve as liaison between requesting outlets/ departments of the organization and vendors to resolve problems with incorrect/ incomplete shipments. <p>Maintain Vendor Information Profiles-</p> <ol style="list-style-type: none"> File vendor information, such as contact data, regulatory, and tax information. Eliminate files of outdated vendors periodically. <p>Key Challenges Related to “To-Be” Role Changes:</p> <ul style="list-style-type: none"> * Maintain vendor data on-line. * Share vendor data with more than one organization, if needed. 	<p>New/Changed/Eliminated Job Functions:</p> <p>Maintain Vendor Profiles Online -</p> <ol style="list-style-type: none"> Add vendor records in PeopleSoft. De-activate outdated vendors on an ongoing basis. Assign item/ vendor priority relationships. <p>Maintaining Supplier Relationships</p> <ol style="list-style-type: none"> Negotiate service level agreements with vendors. Set benchmarks around which to evaluate supplier performance. Reward good performance; invoke sanctions when performance falls below pre-established guidelines. <p>Supplier Performance Reporting -</p> <ol style="list-style-type: none"> Run reports in PeopleSoft to evaluate supplier performance in areas such as on-time deliveries, number of incomplete shipments, and quality of merchandise. <p>Issues/ Implications for Design:</p> <ul style="list-style-type: none"> * Must be computer literate and able to update vendor profiles at the point of need. * Can run reports that access vendor information stored in PeopleSoft database.

Position/ Group Name: Central Purchasing Team	
<i>Current Role (As-Is)</i>	<i>Future Role with PeopleSoft (To-Be)</i>
<ul style="list-style-type: none"> * Maintain item/vendor price history information. * Identify opportunities to establish contracts for items that can be shared across organizations in order to obtain price breaks from vendors. * Determine policy for adding and removing vendors from shared “vendor master.” 	
<p>Key Competencies and Skills Required:</p> <ol style="list-style-type: none"> 1. Solid purchasing experience 2. Detail orientation 3. Organizational skills 4. Communication skills <p>Key Challenges Related to “To-Be” Role Changes:</p> <ul style="list-style-type: none"> * Role requires comfort level with system. A Central Purchasing team will use the system to evaluate the performance of the supplier group. * A Central Purchasing team may require team members to shift focus from daily operations to “bigger picture” approach, looking at such issues as cost savings for the organization through vendor negotiations and consolidation. 	<p>Additional Competencies and Skills Required:</p> <ol style="list-style-type: none"> 1. Windows 95 navigation training. Experience working within PC environment. 2. Understanding of interface with other PeopleSoft modules in order to use Purchasing functionality. For example, buyers will be responsible for looking up requisition information for requesters who require assistance. 3. General understanding of batch server versus client processing. 4. Ability to manage heavy workload online. <p>Issues/ Implications for Design:</p> <ul style="list-style-type: none"> * Typically, a new PeopleSoft user requires one month to acclimate to PeopleSoft functionality and up to six months of consistent use to wield expertise within a module.
<p>Interfaces within the Organization (Departments and People):</p> <ol style="list-style-type: none"> 1. A Central Purchasing team should work closely with the purchasing departments of each organization that is part of the enterprise. <p>Key Challenges Related to “To-Be” Role Changes:</p> <ul style="list-style-type: none"> * Must determine operator security to add vendor records. Must determine whether or not a Central Purchasing team has sole security access to adding vendor records to system. 	<p>New/Changed/Eliminated Organizational Interfaces</p> <ol style="list-style-type: none"> 1. Central Purchasing team members may interface with different user groups to obtain supplier information, such as the members of the purchasing team. <p>Issues/ Implications for Design:</p> <ul style="list-style-type: none"> * Must decide level of operator security – determine to which panels the Central Purchasing team will have access. * Must determine policies and procedures related to setting up vendors. Depending upon the type of business, there may be a need to set up “emergency” vendors with little lead time notice. This is especially prevalent within organizations that cater to diverse clientele and for which

Position/ Group Name: Central Purchasing Team	
<i>Current Role (As-Is)</i>	<i>Future Role with PeopleSoft (To-Be)</i>
	the customer needs are of extremely high priority, such as with gaming clients.
<p>Key Outputs of Role</p> <ol style="list-style-type: none"> 1. Vendor contracts and service level agreements. <p>Key Challenges Related to “To-Be” Role Changes:</p> <ul style="list-style-type: none"> * Central Purchasing group will be responsible for setting benchmarks for vendor performance that possible did not exist before. * Central Purchasing group may encounter challenges attempting to consolidate the number of vendors that supply similar types of commodities. For example, it may be advantageous to purchase all office supply items from one single vendor, such as Boise Cascade, in order to obtain price breaks. Buyers and requesters that are accustomed to working with particular vendors may oppose consolidation. 	<p>Key Outputs</p> <ol style="list-style-type: none"> 1. Official vendor contracts entered in PeopleSoft. 2. Supplier performance reports evaluating on-time deliveries, quality of merchandise, and number of instances of incomplete shipments. <p>Issues/ Implications for Design:</p> <ul style="list-style-type: none"> * Must determine which reports are necessary based upon needs of purchasing department and management.

The “Expediter” is responsible for interacting with vendors on a daily or as-needed basis to resolve all issues and problems with orders and deliveries. In addition, the expediter identifies opportunities to improve the way business is conducted with vendors. The expediter will work closely with the purchasing team to understand all issues related to vendor performance.

Position/ Group Name: Expediter	
<i>Current Role (As-Is)</i>	<i>Future Role with PeopleSoft (To-Be)</i>
Essential Job Functions: Establish Vendor Relationships <ul style="list-style-type: none"> a. Assist Central Purchasing team with establishment of vendor relationships. b. Identify opportunities to add new vendor contacts. Key Challenges Related to “To-Be” Role Changes: <ul style="list-style-type: none"> * Maintain vendor data on-line. * Share vendor data with more than one organization, if needed 	New/Changed/Eliminated Job Functions: Facilitate Supplier Communication <ul style="list-style-type: none"> a. Communicate all issues related to vendor performance with management and purchasing team. b. Actively resolve issues related to ordering items from vendors, shipment deliveries, and vendor negligence. c. Assist in the automation of the requisition to purchase order process from the supplier side. Communicate with vendor to explain auto fax procedures and change order procedures. Issues/ Implications for Design: <ul style="list-style-type: none"> * Must be computer literate and able to update vendor profiles at the point of need. * Can run reports that access vendor information stored in PeopleSoft database.

Position/ Group Name: Expediter	
<i>Current Role (As-Is)</i>	<i>Future Role with PeopleSoft (To-Be)</i>
<p>Key Competencies and Skills Required:</p> <ol style="list-style-type: none"> 1. Some purchasing experience 2. Communication skills <p>Key Challenges Related to “To-Be” Role Changes:</p> <ul style="list-style-type: none"> * Role requires a solid understanding of the business benefits associated with high vendor performance. * Role requires a familiarity with the requisition to payment process in order to help identify and resolve invoice discrepancies and distinguish between vendor negligence and inaccurate PeopleSoft entries. 	<p>Additional Competencies and Skills Required:</p> <ol style="list-style-type: none"> 1. Windows 95 navigation training. Experience working within PC environment. 2. Understanding of interface with other PeopleSoft modules, such as Receiving and Purchasing. 3. General understanding of batch server versus client processing. 4. Ability to research purchasing and vouchering information on-line. <p>Issues/ Implications for Design:</p> <ul style="list-style-type: none"> * Typically, a new PeopleSoft user requires one month to acclimate to PeopleSoft functionality and up to six months of consistent use to wield expertise within a module.